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ABSTRACT

This report is part of a series of resource publications designed to provide planners with explicit information for planning, funding, and operating programs. It identifies early start-up considerations and presents alternatives for program design and administration of urban conservation and service corps programs. Many of the principles and practices are also broadly applicable to service corps in rural settings and under government or nonprofit sponsorship. The suggestions contained in the report are the result of studying the most successful urban service corps programs of the past few years. Part 1 discusses what the elements are of a successful program. Part 2 talks about developing a mission statement and program goals. Part 3 discusses initial program design issues, and part 4 considers how an administrative structure should be determined and offers some suggestions. The final section deals with elements of program implementation including work project development, staff selection, youth development, and budgeting. The report includes extensive appendices which consist of examples of contracts, agreements, work project solicitation and selection criteria, organizational charts, resources for corps planning and implementation, and New York City Volunteer Corps recruitment strategy. Also included are profiles of several service corps programs. (CG)

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Urban Conservation and Service Corps Programs

A Series of Resource Reports

#3: Program Design and Implementation Issues

Human Environment Center

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The **Human Environment Center**, established in 1976, serves as a meeting ground for those advocating greater opportunity for minorities and the disadvantaged and those committed to environmental protection. The Center identifies common goals and coordinates efforts to achieve them, including integration of the resource management field, improvement of the urban environment and -- the major current focus of work -- conservation corps programs for jobless youth.

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URBAN CONSERVATION AND SERVICE CORPS PROGRAMS

A Series of Resource Reports

Report #3: Program Design and Implementation Issues

by
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April 1986

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URBAN CONSERVATION & SERVICE PROGRAMS

Resource Report #3: Program Design and Implementation Issues

The Human Environment Center began its urban conservation and service corps program in 1984 with funding from the William and Flora Hewlett Foundation. With the broad goal of "monitoring and encouraging urban conservation corps programs," the Center has implemented several initiatives to establish and provide assistance to corps programs in urban areas throughout the United States. Our Urban Conservation and Service Corps Series is the cornerstone for that work. The series provides program planners with explicit "how-to" information for planning, funding, and operating conservation & service corps programs. While this material is specifically related to development of urban conservation and service corps, many of the principles and practices are more broadly applicable to service corps in rural settings and under either government or nonprofit sponsorship.

This particular report identifies early start-up considerations and presents alternatives for program design and administration. Some of these key considerations are driven by the interest group and institutional affiliations of local officials involved in planning and are resolved in the early planning processes. They may be "givens" in some programs. This material is not meant to be prescriptive, but it does reflect the best experience from recent successes in service corps implementation. The report is divided into five parts:

1. Background and Elements of Successful Corps Programs
2. Developing a Mission Statement and Program Goals
3. Initial Program Design Issues
4. Determining Administrative Structure
5. Elements of Program Implementation, including work project development, staff selection, youth development, and budgeting.

Background and Elements of Successful Corps Programs

There has been a remarkable growth of youth corps in the United States in the last four years. In 1985 alone, eleven new programs were launched, three in major metropolitan areas. Youth corps are operating in New York City, San Francisco, Los Angeles, Philadelphia, and Seattle. Program planning has begun in Atlanta, Cleveland, Asheville (NC), Fairfax County (VA), Rockford (IL), and Chicago. There is interest in designing urban corps in Denver, Portland (ME), Detroit, Richmond (VA), and Miami. Many programs are too new to fully assess their benefits, but they clearly work. "We have found that a stint in the conservation corps makes young people eminently employable," says John Jacob, executive director of the San

Francisco Chamber of Commerce. "Many of these young people have grown up in an uninspiring home environment, yet the corps makes them produce together, disciplines them, and gives them pride in their work."

The programs vary in design and function, but they have several common elements. All employ young people working in crews and are staffed by an unusually dedicated and talented cadre of professionals. Unlike youth employment programs, they stress service and produce a variety of high-quality conservation and human service projects for local communities. The initiatives have come in the form of local programs that allow decentralization, local autonomy, democratic participation, and nonbureaucratic solutions to tangible problems. This has had the effect of revitalizing and modernizing the old Civilian Conservation Corps concept of Roosevelt days. The urban programs, in particular, exhibit uncommon energy and imaginiation. At the local level, they inspire broad, bipartisan support and are proving themselves successful at tackling the problem of youth employment and the need for improved public services and at giving young people a practical experience in citizenship. They are successful because:

1. **They accomplish high-quality work projects that meet specific needs of the local community.** Critics of past youth employment programs shout "litter pick-up" at any mention of a conservation corps or service corps program. To be successful, today's urban corps must demand high standards, accomplish work of lasting benefit to the community, and instill a sense of pride in the corpsmembers for a job well done.

2. **Youth work in crews through which they develop esprit de corps.** "The sense of uselessness is the severest shock the human system can sustain," says Diane Hedin, Assistant Director of the University of Minnesota Center for Youth Development and Research. Her research shows that "as much as we want a sense of individual identity, we also desire to be a collective part of something." She identified the following list of youth needs:

   (a) to develop intellectual skills, e.g., critical thinking and problem-solving capabilities and creative personal skills;

   (b) to feel challenged and productive and experience a sense of satisfaction; and

   (c) to be a part of something.

Young people can build esprit de corps and a sense of common purpose within a setting of disciplined crews working on service projects. Conservation work projects, which are frequently labor intensive, provide opportunities for group accomplishment of tasks. The crew concept is an important component of youth corps programs and one of the aspects of a youth corps experience with which corpsmembers are most satisfied.

Maintaining the crew concept in the relatively new programs that provide social service, such as care of the elderly and tutoring, is more difficult. Human service projects lend themselves to more one-on-one situations. The New York City Volunteer Corps maintains the crew concept by assigning CVs as a crew to a worksite -- CVs at the worksite may work

on a one-to-one basis, but they are with others performing similar service. Human service projects may foster a deep sense of personal involvement and human satisfaction that could compensate for any loss of the crew concept. Most corps programs are still too new to draw any conclusions about this trend, but experience in other programs, such as Peace Corps and VISTA, would indicate that volunteers gained tremendously from their individual experiences.

3. **Strong supervision of youth crews is provided.** Young people entering the new urban corps programs typically have little or no work experience. They need effective supervision in order to develop cooperative work skills and standards of responsibility. In successful programs, the site supervisors--those working directly with corpsmembers on projects--are skillful in leading crews of young people of diverse backgrounds and competent in the technical fields involved. They set a direct example for corpsmembers by their own behavior and are directly responsible for development of work competency skills.

4. **Standards of work performance are clear-cut and enforced.** Most corps programs have strict standards for punctuality, work production, and personal behavior, including bans on drug and alcohol use, fighting, stealing, and violence. Those who cannot meet the standards are let go. The California Conservation Corps motto--"Hard Work, Low Pay, Miserable Conditions"--is universally respected by corpsmembers. The San Francisco Conservation Corps rules include "Booze It--Lose It," "Get High--Goodbye," and "Throw a Punch--Gone by Lunch." Corpsmembers respond to strict rules, and, as a result, corps spirit is high.

These four elements are common to successful youth corps programs, but within specific programs there are differences in design and emphasis on particular elements that affect program operation. For example, some programs are targeted to the disadvantaged. Some are administered by a private, nonprofit organization and others by state or city agencies. These design issues will be resolved in the initial planning processes, and some will sometimes be predetermined by legislative mandate or initial sponsorship.

Developing a Mission Statement and Program Goals

One of the first tasks of a corps planning group should be to develop a strong mission statement that clearly identifies the program's purpose. This can be done as the program design issues discussed in the next section are resolved. Youth corps programs typically have dual missions: to accomplish high-quality community services and to develop youth. Ideally, these goals are complementary, but there is tension in a dual mission that requires occasional operational adjustment. For instance, education activities designed to develop corpsmembers may have to be cancelled when corpsmembers are responding to emergencies, such as floods or forest fires.

The mission statement will determine who you will serve and what work you will do. It also indicates how a program will be held accountable. The mission statement should be referred to as new program components are de-

veloped to keep the program on track. It should be flexible, but not too broad -- it is not possible for a youth corps program to meet all the needs of all youth and accomplish all the work a local community needs completed. It should be relatively simple and, of course, reflect any legislative mandate that governs the corps.

Specific program goals reflect the corps mission and may be dictated by the corps sponsor (legislative or community driven). A mission statement should be enduring, but program goals and objectives will change as programs grow. The challenge will be to maintain the original mission as goals change or if funding is sought through sources that come with some "inherited" goals.

Mission Statement and Goals

New York City Volunteer Corps

The purpose of the City Volunteer Corps is to provide services of real and lasting value to the City of New York in a manner that challenges young adults and promotes their personal development and enhances their educational opportunities.

Goals

1. To promote "CV's" personal development academic training and educational benefits and project activities.

2. To assist CV's in reaching their full potential by promoting service to community, ideals for citizenship, exposure to new ideas, and pursuit of new interests, and by establishing the CVC as a vehicle of social integration open to young adult New Yorkers from all neighborhoods and backgrounds.

3. To provide high-quality human and physical services that have a positive and measurable effect on the citizens and community of New York and that would not otherwise be performed.

4. To recognize the creativity, achievement, and involvement of the CVC staff in achieving the goals of the organization.

5. To stimulate, inform, and encourage other related youth service activities in the nation through distinctive programming and by conducting CVC activities in a high-quality, cost-effective, efficient manner.

Statement of Purpose

East Bay Conservation Corps

The East Bay Conservation Corps (EBCC) was initiated in response to two critical problems in Alameda and Contra Costa Counties: (1) high youth unemployment and school dropout rates, especially among urban minorities and (2) a backlog of conservation and community development work. The first purpose of the East Bay Conservation Corps is to provide opportunities for youth employment and education within these two counties. Although EBCC has an open enrollment policy, the program is committed to serving those low-income minority youth who are unable to find jobs or succeed in traditional educational settings.

The second purpose of the East Bay Conservation Corps is to enhance the environment and public use opportunities provided by major open space resources, as well as by urban public lands and facilities. To fulfill this purpose, EBCC accomplishes important conservation work for land management agencies and other jurisdictions in Alameda and Contra Costa Counties.

Initial Program Design Issues

A youth corps planning committee must resolve some program design issues in the early planning stages. These issues include:

- **Should program eligibility be restricted?** Most youth corps managers believe programs should be open to all youth--that mixing youth of different backgrounds allows disadvantaged corpsmembers to know others from more privileged backgrounds for the first time, while others learn tolerance. A heterogeneous program fosters appreciation for different racial and ethnic heritages and broadens the constituency support base for corps programs.

Not all programs are nontargeted. The Pennsylvania Conservation Corps and the Dutchess County Youth Resources Corporation are specifically targeted to the disadvantaged. Other corps, funded by the Job Training Partnership Act, are required to target their services to the disadvantaged.

Most existing state programs do not have specific requirements for enrollment of minority or disadvantaged youth, but do--by their year-round nature and age requirements--enroll significant numbers of disadvantaged youth.

If you choose to operate an untargeted program, special efforts will have to be made to recruit nondisadvantaged youth. They have more options open to them and many are in college. Recruitment materials should emphasize advantages of a corps other than employment. The New York City Volunteer Corps has developed a special recruitment initiative for college students (see Appendix D) that emphasizes the educational scholarship volunteers earn as a result of their service and the maturation they will gain from a year of serving others in the "real world." The California Conservation Corps makes special efforts to enroll women.

• **Should the program include a youth development component?** Statistics from existing urban corps show that 50-65% of the corpsmembers are high school dropouts and over 70% need some kind of remediation and "coping" skills to become productive members of a community and join the permanent work force. All existing urban corps have a corpsmember development component of some kind. The need for such a component in a new program will be determined by the youth to be served. A profile of unemployed youth who are likely to be employed in a youth corps should be compiled to determine what their needs are and to determine the elements of the corpsmember development component to meet those needs.

• **Will the program be non-residential or residential?** Most existing youth corps programs are nonresidential. The notable exception is the California Conservation Corps, which operates 18 residential centers with nonresidential satellites. Residential programs are more expensive, but they provide a "captive audience" for valuable education and training activities. A residential situation also provides more opportunities to develop esprit de corps and social harmony among youth from different ethnic and social backgrounds.

Nonresidential programs are less expensive to run and allow youth to provide service near their own homes, helping to instill community pride. All current urban corps programs are nonresidential.

• **Will the program emphasize human service or conservation work?** Most current youth corps programs have their roots in the Civilian Conservation Corps of the 1930s. They engage participants in conservation projects in cities and rural areas, including park and building rehabilitation, reforestation, erosion control, wildlife habitat improvement and landscaping. The Washington Service Corps and the New York City Volunteer Corps are notable exceptions. They both accomplish needed human services --service to the elderly, staffing and renovation of homeless shelters, day care provision, and health care. Provision of human services may be particularly important in cities, where needy populations are concentrated and the demand for these services is greater. A careful assessment of community service needs -- in both conservation and human service areas will provide a corps planning committee with vital information in determining the work project emphasis of a new corps. Some communities might find that a corps targeted strictly to health services or care of the elderly may best serve their purposes.

• **Should youth be considered paid employees or volunteers?** Most current programs treat corpsmembers as employees, paying minimum wage for a four- or five-day work week. New York City Volunteer Corps participants are called "volunteers" (CVs) and are paid a stipend to cover their transportation costs. When CVs leave the program, they are given a choice between a cash readjustment or an educational voucher that is prorated according to the length of their stay in the program.

Programs that view their participants as volunteers emphasize the development of a service ethic, while programs paying wages emphasize the importance of a day's work for a day's pay. This difference in emphasis may well affect participants' productivity, the attitudes of work sponsors, and the development of the corpsmembers. There is very little evaluation that tests these hypotheses, but as programs mature and operational experience accumulates, some comparative evaluation in this area may be desirable.

Determining Administrative Structure

The administrative structure of a corps program will be determined during the early planning process and may be dictated by legislative mandate or initial program sponsorship. For example, a program begun with the strong sponsorship of a community-based organization may be administered by that organization or spun off as a separate entity. Most current corps programs are administered in one of three ways: as an independent nonprofit, as an independent city or state agency, or as part of an existing state or municipal agency. Each of these has advantages and disadvantages and may carry certain restrictions on the kind of funding that may be sought, the type of work and work sponsors that may be solicited, short- and long-term viability of the program, the ability to respond quickly to specific work situations, and the degree of independence the corps can assume.

All current urban corps programs are operated as independent nonprofits, some with most of their funding provided by the city and others with a combination of private and public support. As an independent nonprofit, a corps can accept money from a variety of sources and can work for a variety of public and nonprofit agencies. Such an administrative structure also allows a greater degree of independence; corps administrators do not have to deal with a large bureaucracy. A nonprofit's board of directors can be developed to provide representation of both public and private interests to ensure broad community support for a program. An independent nonprofit may be less stable than a corps with a legislated appropriation and does not have the administrative support of an existing agency for payroll and fiscal assistance. A significant disadvantage is the high cost of workman's compensation and liability insurance for independent entities.

A corps program administered by a state or municipal agency may have a more stable funding base, but it may have to confine its work to the administering agency's facilities. As part of an existing agency, it may also lose some visibility and public support. The California Conservation Corps is an exception. It operates as an independent agency within the state's resource agency and contracts with other state agencies for work.

The CCC can use existing state support services for administration, payroll and insurance; can perform a wide variety of projects through other agencies; can augment its budget through those agencies; and can accept money from private sources.

These advantages and disadvantages should be carefully weighed as you determine the administrative structure for a new corps and should be considered in the light of your community's driving forces.

Advantages & Disadvantages of Independent Non-profit Status

Advantages

1. Has great latitude in building public support and its own constituency.
2. Can raise and match funds from a variety of public and private sources.
3. Doesn't have to deal with a large bureaucracy.
4. Is not affected by changes in the political climate.
5. Can work with a variety of state and local public agencies and non-profit organizations.
6. A board of directors - representative of community interests and leadership - can generate broad public and private support.

Disadvantages

1. Funding base is not as stable.
2. Cannot draw on existing support services for administration and fiscal management.
3. Costs of liability insurance are very high.

Elements of Program Implementation

Work Project Development

The corps mission will dictate what work is to be done--conservation or human service or a combination of both. The San Francisco Conservation Corps performs a wide variety of conservation work. Examples are development

of recreational facilities and play structures, erosion control and revegetation projects, landscaping and grounds restoration, building rehabilitation, and street tree planting. The New York City Volunteer Corps emphasizes its human service component -- developing recreational programs for terminally ill children, escorting the elderly to doctor appointments and grocery stores, and providing English-language instruction to refugees. It does, however, undertake physical work projects as well.

As mentioned in "Launching an Urban Corps" (Report #1), it is important to document neglected conservation and service needs in local communities. Local government departments may have maintenance and development schedules that reveal unmet needs and work backlogs. Urban conservation groups, community-based organizations, and service groups may have surveyed needs in the community. There is apt to be strong community opinion about unmet maintenance, repair, and social service needs.

An urban youth corps will usually contract with a variety of city agencies and community-based organizations for work projects. These sponsors are usually federal and city park and social service agencies and private organizations and institutions that provide conservation and human services. Project sponsors of the East Bay Conservation Corps include the municipal utility district, the Hayward Park District and the Trust for Public Land. Sponsors for the City Volunteer Corps include the Isabella Geriatric Center, the New York City Department of Parks and Recreation, and Queens General Hospital.

The role of the work sponsor agency will be determined by the amount of control the conservation or service corps needs to maintain over work quality and supervision and the administrative relationship between the corps and the agency. In most cases, the work sponsor provides materials and some technical assistance, while the corps provides a crew and direct supervision to do the work. If the corps operates as an independent non-profit -- and especially if it charges for work it does -- it must maintain direct supervision of workers and have some latitude to reject projects. In these cases, the corps is directly responsible for insuring that productive and quality work is accomplished. Most programs retain this relatively active role for themselves and a less active role for work sponsor agencies. Some programs, those administered through existing agencies, are tied much more directly to that agency. The agency selects and plans work projects and may provide direct supervision of the crew as well as technical supervision. The corps may not have an option to accept or reject work projects and may be limited to working for one agency. Operating expenses under this arrangement may be lower than those for an independent corps because some staff positions for monitoring and planning work projects and providing supervision may not be needed. Work sponsors can also provide other services to programs -- initial orientation and training, public relations and visibility, job placement for corpsmembers, and freebies such as a building to house the corps.

Work sponsors may or may not pay for the services of corpsmembers. The East Bay Conservation Corps receives over 60% of its funding from fee-for-service contracting; the New York City Volunteer Corps provides crews

free of cost. The relationship between the corps and work sponsors should be carefully defined and closely collaborative. The roles and responsibilities of the work sponsor and the corps should be clearly understood and are usually delineated in a written contract or a memorandum of understanding. Examples of contracts for the East Bay Conservation Corps, the Dutchess County Youth Resource Development Corps and the New York City Volunteer Corps are included in Appendix A.

Once areas of work have been determined and a corps enters the start-up phase, criteria for work project selection should be established. These include:

(a) **Public need**--does the work fill a real need of the community?

(b) **Variety**--do the projects provide a varied work experience for the corpsmembers?

(c) **Visibility**--will local citizens see corpsmembers at work and will corpsmembers receive positive reinforcement from them?

(d) **Safety**--does the project require specialized equipment or expose corpsmembers to hazards?

(e) **Value of Corpsmembers**--will corpsmembers be proud of the project?

(f) **Longevity**--does the project provide a lasting value to the community?

(g) **Completeability**--does the project provide to corpsmembers a sense of closure and pride in a job well done?

(h) **Unions**--will the project displace existing workers?

(i) **Dollar Value**--is the project cost-beneficial?

Not all work projects will meet all criteria listed above. Some may be of high value to the corpsmembers but of low value to the public, while others might meet pressing community needs but not be highly visible.

Work project development is the component of a youth corps program most affected by an urban setting. Careful project planning is vital because supplies and materials must reach worksites on time -- not so early that they sit in untended areas for too long and not too late for the project. Crew sizes are usually smaller (6-8 corpsmembers) because some worksites cover smaller areas and can accommodate fewer corpsmembers.

A new corps must quickly develop a reputation for high-quality, productive work. This requires careful planning and attention to detail. Most urban programs have a senior staff member specifically responsible for work project development. The work project coordinator establishes communication with work sponsors, monitors crew accomplishments and develops a work project plan. Most work coordinators develop "fall-back" plans and a project backlog in case work is completed ahead of schedule, supplies and

materials are not available on time, or weather or other contingencies bar work in a specific area. It is also the work coordinator's responsibility to ensure that site supervisors have skills and equipment they need and that work crews are either trained for the job or receiving the training they need as they begin the project. This careful planning and attention to detail will produce high-quality work projects and work project sponsors who are enthusiastic supporters of the corps.

Youth Development

While most conservation and service corps programs are not targeted to specific groups of young people, many of them have disproportionate numbers of disadvantaged youth. Since a fairly high proportion of young people in youth corps programs are disadvantaged, the implementation of a youth development program becomes increasingly necessary. Most programs do not yet have well-developed education and training components, but some, including the Dutchess County Youth Resources Development Corporation, emphasize youth development over work productivity. The YRDC operates a work/study program: corpsmembers spend four hours in remedial education and youth development classes each morning and work during the afternoon. If they miss morning classes, they are not allowed to work in the afternoon. The youth development components of both the Dutchess County Youth Resources Development Corporation and the East Bay Conservation Corps are described extensively in Report #4 of this series.

Programs with youth development components usually cover four areas in their curricula:

1. **Basic skills development.** Enhancement of literacy skills (reading/writing/math), which can include GED preparation.

2. **Work habits development.** On-the-job development of punctuality, good attendance, ability to follow instructions and accept supervision, appearance, responsibility, working with others, etc.

3. **Maturation and personal development.** Self esteem, trust, respect, leadership, citizenship, and "life-coping" skills (budgeting, family management, etc.)

4. **Job search skills/career planning.** Exploration of career options, resume writing, interview techniques, etc.

Many programs collaborate with local high shcools and community college systems, as well as other community-based organizations, to establish a corpsmember development component. By using such outside resources, the programs can get some pro bono or in-kind assistance with their educational program development, make more efficient use of their own resources and have the resources of education and career counseling professionals without necessarily having them on as permanent staff. Use of community-based organizations for educational services has other benefits as well -- the corps gets exposure with other local constituencies and broadens its support base.

The corpsmember development component of most programs is still in an incipient stage, and most programs are still outlining the basic curricula. Some, however, have begun to explore ways to document and certify development of corpsmembers in a measurable system for future employers. The East Bay Conservation Corps is establishing a competency-based approach to measuring work habits achievement and basic education skills development. The YRDC uses a "benchmarking" system developed for the highly successful youth development program, Smokey House. More detailed descriptions of these programs are included in Report #4 of this series.

Staff Selection and Organizational Structure

The organizational structure of a program and its staff needs will be determined by its mission and administrative structure. A non-profit corps may need a larger staff. Administrative and financial officers usually aren't provided by an existing administering agency, and a director must be a fund-raiser as well as a program manager. Examples of organization charts for the East Bay and New York City programs are included in Appendix B. Whatever the staff structure, good work site supervisors are vital. They must be well trained, comfortable working with young people, and flexible.

Some programs have been successful in tapping outside sources for some staff functions, particularly for financial and legal services. The East Bay Conservation Corps receives pro bono legal advice from one of the major law firms in Oakland, California, and auditing services from a major corporation in the East Bay area.

Developing a Viable Budget

Conservation and service corps programs may be considered expensive in comparison with other youth employment programs. The cost per youth slot can range from $10,000 to $22,000 per year, but cost should not be the only criterion used when weighing establishment of a program. Youth corps programs reap other benefits for the community and for the participants. The value of the work being accomplished can be greater than the cost, and the community will get higher tax revenues from working citizens, reduced welfare costs for youth participants, and more productive members of the community.

During early implementation of a program, several questions should be asked to determine initial budget needs. How large will the program be? How much start-up money do you need before you hire? What staff must be hired and how far in advance of corpsmember hiring? What are the costs of unemployment insurance and workers' compensation? What costs must be considered for materials, supplies, space, vehicles, etc., before a program actually begins? In some cases, specific initial costs will be covered through in-kind contributions and initial sponsorship of a program by an existing agency. For example, the East Bay Conservation Corps was originally sponsored by the YMCA of Hayward. Office space and administrative support

was provided by the Y. The sample budget below reflects minimal cost for a 100-corpsmember program. It should be used only as a guide. Costs will, of course, vary from city to city.

Sample Budget

100-Member Youth Corps Program

Staff Costs (20-35% of total budget)	$ 450,000
Corpsmember wages and taxes	750,000
Transportation	150,00
Work program (equipment, supplies)	75,000
Education program	75,000
Administration/overhead (office space, etc)	100,00
Special services	50,000
TOTAL	$1,650,000

The high costs of corps programs make it vital to identify as many sources of funding as possible. Funding sources are discussed in greater detail in Report #2 of this series.

Conclusion

The youth conservation and service corps movement is growing steadily, and national service advocates are focusing on youth corps as models for one component of a voluntary, decentralized national service system. As the programs proliferate, the experience of veteran corps planners and operators should be tapped to avoid mistakes of the past and improve the quality of nascent programs. Most current service corps are members of the National Association of Service and Conservation Corps, which promotes youth corps and can provide valuable assistance to corps planners. The Human Environment Center staffs the Association and maintains its archives and clearinghouse facilities as a service to the Association. The Center, the Association and current corps directors will be happy to provide assistance in any aspect of corps development and to serve as "missionaries" if needed. Other organizations (Public/Private Ventures in Philadelphia, The Roosevelt Centennial Youth Project and the Youth Policy Institute in Washington, D.C.) can also provide valuable assistance. Complete addresses and telephone numbers for these and other organizations are included in Appendix C.

Other community service initiatives are underway in the United States as well which -- together with conservation and service corps programs -- can form the seeds for a grassroots commitment to youth service. Peace Corps and VISTA are still active on the federal level. The Project for Public and Community Service (PPCS) is a new university-based initiative operated by the Education Commission of the States and based at Brown University. PPCS is a public service network that matches students seeking volunteer work with local and regional service agencies that need help. PPCS will also serve as a national clearinghouse for university-based service programs, and develop policies that university and college presidents, state boards of education, policy makers and others can use to encourage public and community service. Already links have been established between Berkeley Campus volunteer programs and the conservation and service corps programs in the San Francisco Bay area. Berkeley students are tutoring East Bay corpsmembers and assisting with career development activities. Some, but not all, the students receive university credit for their service.

Service programs for high school students are also proliferating. The Constitutional Rights Foundation, located in Los Angeles, operates a youth community service program putting some 450 high school students in the Los Angeles unified school district into service projects in the community. All students in the Atlanta City schools must perform community service as a requirement for graduation. High school-based programs can be sources of recruits for youth corps and can work with a local corps on joint projects.

These initiatives are coming from the states and localities. Governors, mayors, university presidents and others are persisting where the federal government has given up. This may be the best possible way to achieve a public mandate for large-scale civilian community service. By working together to create public awareness of the benefits of youth service -- whether through a conservation or service corps, or a university or high shcool-based program -- we can build a constituency for service programs and move the concept of community service to the top of the national agenda.

The process will not be simple, but the effort required to plan and implement a youth corps will be recouped many times over in benefits reaped for corpsmembers and the community. The Center is eager to know of your progress and to share your experience with others. Please keep us informed as your program develops.

# # #

APPENDIX A

Examples of Work Project Contracts and Solicitation Information

EAST BAY CONSERVATION CORPS
STANDARD SERVICES AGREEMENT

THIS AGREEMENT is made this 30th day of October, 1984, by and between Ala.Co.Flood Control&Water ConservationDis(hereinafter "Agency") and East Bay Conservation Corps, a California non-profit corporation (hereinafter "EBCC").

AGREEMENT

In consideration of the mutual promises and covenants hereinafter contained, Agency and EBCC agree as follows:

1. EBCC agrees to provide contract services to Agency in accordance with the terms and conditions of this Agreement and as set forth in Paragraph A-1 of Exhibit A attached hereto entitled "Scope of Work," which paragraph is hereby incorporated by reference in this Agreement.

2. From time to time during the term of this Agreement EBCC and Agency shall meet and confer to determine the specific projects on which EBCC crews will work. EBCC reserves the right to reject proposed projects for reasons of crew safety or inconsistency with EBCC program goals.

3. The term of this Agreement shall begin on November 1, 1984 and end on April 30, 1985, unless earlier terminated as provided below.

4. Agency shall pay EBCC for its services a total contract price of $53,882.18 in installments as follows:

$13,470.58 (25%) on November 1, 1984, $8082.32 (15%) on December 1, 1984

$8,082.32 (15%) on January 1, 1985, $8,082.32 (15%) on February 1, 1985

$8,082.32 (15%) on March 1, 1985, $8,082.32 (15%) on April 15,1985

5. Either party shall have the right to terminate this Agreement by written notice to the other as of any effective date of termination stated in the notice which is not less than 30 days after the date of the notice. In the event of such termination, the total contract price shall be prorated on the following basis. Twenty percent (20%) of the total contract price shall be retained by EBCC as compensation for start up and administrative expenses. The remaining eighty percent (80%) of the total contract

price shall be subject to proration based on the number of crew days worked in comparison to the number of crew days in the entire term of the Agreement. Within five (5) days of the effective date of termination Agency shall pay any amount due, or EBCC shall refund any overpayment, as the case may be.

6. Exhibit A attached hereto contains Paragraph A-2 entitled "Program Structure and Goals" and Paragraph A-3 entitled "Project Budget." This information is provided solely for the purpose of describing EBCC program and program costs and are not contractual provisions of this Agreement.

7. The parties hereto agree that the EBCC is an independent contractor and neither it nor any of its employees as contemplated hereunder shall be deemed for purposes of this Agreement, or for any purpose, as employees of Agency.

8. Agency and EBCC agree that EBCC is solely responsible for the recruiting, training and supervision of its employees. The crews working on Agency lands will be directly supervised by the EBCC through its Site Supervisors, Work Coordinators, and other administrative staff. The Agency will supervise the overall progress of the work project through coordination with the Site Supervisor and Work Coordinator.

9. EBCC agrees to indemnify, defend and hold harmless Agency, its agents, officers and employees, from all claims, alleged liability, damages, suits, losses, costs or expenses for legal services arising out of bodily injury to or death of person or damage to property allegedly resulting from the operation of EBCC or any of its employees under this Agreement.

10. EBCC agrees to maintain in force those insurance policies and bonds, as designated in Exhibit C, attached hereto and made a part hereof and will comply with all those requirements as stated therein.

11. If, during the life of this Agreement, it becomes necessary to amend or add to the terms, conditions, scope or requirements of this Agreement, such amendment or addition shall only be made after mutual agreement of EBCC and Agency and the execution of a modification of this Agreement.

IN WITNESS WHEREOF the parties hereto have set their hands the day and year first above written.

EBCC:

East Bay Conservation Corps

By Joanna Ferron

Title Executive Director

AGENCY:

ALAMEDA COUNTY FLOOD CONTROL AND WATER CONSERVATION DISTRICT

By John Gloss Jr

Chairman of the Board of Supervisors

EXHIBIT A
TO
EBCC STANDARD SERVICES AGREEMENT

A-1 SCOPE OF WORK

EBCC will provide one work crew(s) to work on projects agreed upon between Agency and EBCC. Each crew consists of seven crew members plus one crew leader and one site supervisor.

EBCC shall be responsible to recruit, hire and train all crew members, crew leaders and site supervisors, who will be employees of EBCC. The site supervisor will be an experienced youth leader with training in conservation work and will provide instruction in safe tool use and environmental awareness and general supervision of crew members. Crew members will range in age from 17 to 24.

EBCC will provide and coordinate all transportation for crew members to the project site. EBCC will issue each crew member gloves, a hard hat and EBCC patches. All hand tools and other tools required by crews will be provided by the Agency.

Crews will work 32 hours per week, consisting of four work days of 8 hours per day. A crew consists of 7 crew members, 1 crew leader and 1 site supervisor. Crews are occupied with the educational component of EBCC's program one day per week. Crew member absenteeism not exceeding an average rate of 10% over the term of the Agreement shall be acceptable without reduction of the contract price. EBCC shall not be required to provide crews to work on holidays recognized by the Agency for its personnel and the contract price shall not be reduced because of such holidays taken by EBCC employees.

A-2 PROGRAM STRUCTURE AND GOALS

EBCC's administrative structure consists of a director, a program manager, a work coordinator, an education coordinator, and an administrative officer. The director is responsible for all reporting, payroll management, transportation coordination, and all other administrative tasks, with help from the program manager. The work coordinator will be the primary contact person between EBCC and the Agency and will report directly to the director. The education coordinator will design education programs for the corps members.

The goals of the EBCC Program are to:

1. Provide a competitive and realistic work experience and employment opportunity for local youth, ages 17 - 24.

2. Promote work behavior such as punctuality, attendance, courtesy, responsibility, teamwork, and productivity.

3. Provide specific job skills training with hand tools in a conservation setting.

4. Increase crew members' awareness of the role of public and open space lands in the East Bay, and the challenges of maintaining them.

5. Increase new crew members' understanding of Alameda and Contra Costa Counties' natural environment and the role their work plays in managing, maintaining, and restoring it.

6. Increase crew members' sense of themselves as individuals and members of their crew through meeting the challenges of a demanding work situation.

DUTCHESS COUNTY YOUTH PREPARATORY PROGRAM

Youth Resource Development Corporation
319 Mill Street
Poughkeepsie, New York 12601
(914) 473-5005

YOUTH PREPARATORY PROGRAM (YPP)
YOUTH COMMUNITY SERVICE CORPS/WORKSITE SPONSOR

MEMORANDUM OF AGREEMENT

For Youth Employment and Training under regulation of the Department of Labor (DOL) and Dutchess County.

Part I

This Memorandum of Agreement has been developed so that the Worksite Sponsor:

James Baird State Park
(Worksite)

Taconic Regional Headquarters
(Address)

Staatsburg, NY 12580 *(Mr. James Gell)*
(Contact Person)

(914) 889-4100
(Telephone Number)

assures the Youth Preparatory Program (YPP) that it agrees to:

Develop and provide goal directed work projects for Youth Preparatory Program participants.

Secure supplies and materials for each project prior to the start date. Any additionally needed supplies will be provided in a timely manner that will allow work to continue without interruption.

Appoint a Worksite Coordinator to coordinate projects, materials and/or logistical concerns with the YCSC Crew Leader and Program Director.

Maintain safe and sanitary working conditions.

Provide a work space for the YPP participants to: store tools and equipment, complete Work Plan Agreements, plan work activities, and conduct educational sessions. The Youth Community Service Corps Crew Leader must have access to a telephone.

The activities and job titles that the participant shall be engaged in are as described in the Project Proposal. The Project Proposal will be completed by the Crew Leader after project identification by the Worksite Coordinator.

Provide project information, through the Worksite Coordinator, that is essential for measuring progress and cost effectiveness.

Participant treatment and expectations in regard to the work project will be in accordance with those established for all employees. Also that the participant will not be discriminated against because of race, color, sex, religion, national origin, handicap or age.

Provide enough meaningful work to occupy all of the youth that are assigned during the hours of employment in accordance with YPP Standards and Concepts.

Place work projects on hold when participants are required to attend program related activities. The worksite will be notified of these periods in advance.

In the event of unsatisfactory behavior and/or problems concerning participants and the worksite, immediately notify the YCSC Crew Leader and Program Director so a joint decision on future action can be made before adverse action occurs.

Allow Dutchess County YPP staff to visit, without prior notice, the worksite for monitoring purposes.

Take corrective action on problems that are found to exist concerning violation of program regulations and/or intent. Such problems must be remedied and corrected within a three-day period. The YPP will remove participants from worksites with ongoing problems and/or serious violations.

Part II

YPP assures the worksite that it agrees to:

Adhere to the appropriate Rules and Regulations governing the Youth Employment Programs under DOL and New York State Child Labor Laws.

Be responsible for approximately 5 to 6 participants and provide qualified Crew Leaders to assure strict supervision. Also that the Crew Leaders will have job experience and/or background related to the participants work.

Insure a substitute Crew Leader will be available to supervise participants in the event the primary Crew Leader is absent.

Provide a YCSC Coordinator or Program Director to serve as liaison between the program and the worksite.

Be responsible for participant time, attendance and compensation.

Insure care and effective use of provided materials and equipment.

Part III

This agreement will be updated as necessary and remain in effect as long as the worksite agrees to participate in the YCSC program.

April 10, 1986 Date	4-10-86 Date
Signature of Program Director	Signature of Worksite Sponsor

25

Work Project Solicitation and Selection Criteria

The City Volunteer Corps uses this announcement to solicit work project applications from city agencies and non-profit organizations.

MAY WE BE OF SERVICE?

The City Volunteer Corps is a new youth service program established and funded by the City of New York. Its major purpose is to perform important and need services for the city and its people, services that would not otherwise be provided because of limited funds or manpower.

The Volunteers are a cross-section of eighteen-year olds from all five boroughs, working full-time in small teams on challenging projects all over the city. They are prepared to do hard physical labor or sensitive human service tasks.

These are highly motivated young men and women, willing to put in long hours, eager to learn about people, ready to put their natural idealism to work. And they could be working for you.

If you have a project that needs to be done, consider asking the CVC for help. We're not looking for make-work jobs, but nothing will be considered too menial if it serves the good of the city and its people. CVC projects should provide direct services to the needy, or improve the city's physical environment, or deal with education or public safety.

Please read the Guidelines for Project Selection before filling out the Sponsor Project Application. If you have any questions, Please call us at 947-9544.

Send your completed application to the above address. We hope we can be of service to you and your community.

CITY VOLUNTEER CORPS: GUIDELINES FOR PROJECT SELECTION

NEED

1. Projects must provide needed and important services which would not be provided otherwise, and must benefit the people and communities of New York City.

2. Projects should improve the quality of existing services and public amenities, or extend their scope, or suggest new or better ways of providing them.

3. No project can displace existing workers or employees.

SPONSORS

4. Each project must have a sponsor, a government agency or a not-for-profit group, who can identify the service needs of its constituents and determine the project's objectives.

5. The sponsor will provide worksite supervision and training, and all necessary equipment and supplies.

6. Sponsors will work with CVC staff to develop a specific work plan for each project.

GOALS

7. Every project must have clear, definable and measurable goals which can be shared by volunteers, sponsors and those being benefited. Projects involving physical activities should result in some capital improvement, or have a visible impact on the community. Human service projects must also have tangible goals; the service performed should have some lasting value.

WORK

8. Projects should provide full-time work (at least 35 hours) for approximately 12 volunteers working in groups or individually. Projects can operate on weekends or at night if necessary.

9. Projects can include preliminary or ongoing training components, but tasks should be appropriate for a group with diverse abilities and experiences. Projects must make some educational demands on the volunteers.

DURATION

10. Projects may be as short as one month or as long as three years, but volunteer teams will spend no more than five months at any one project. Therefore, long-term projects will require the assistance of several consecutive teams, and must have clearly defined milestones for each one.

SPECIAL CONSIDERATIONS

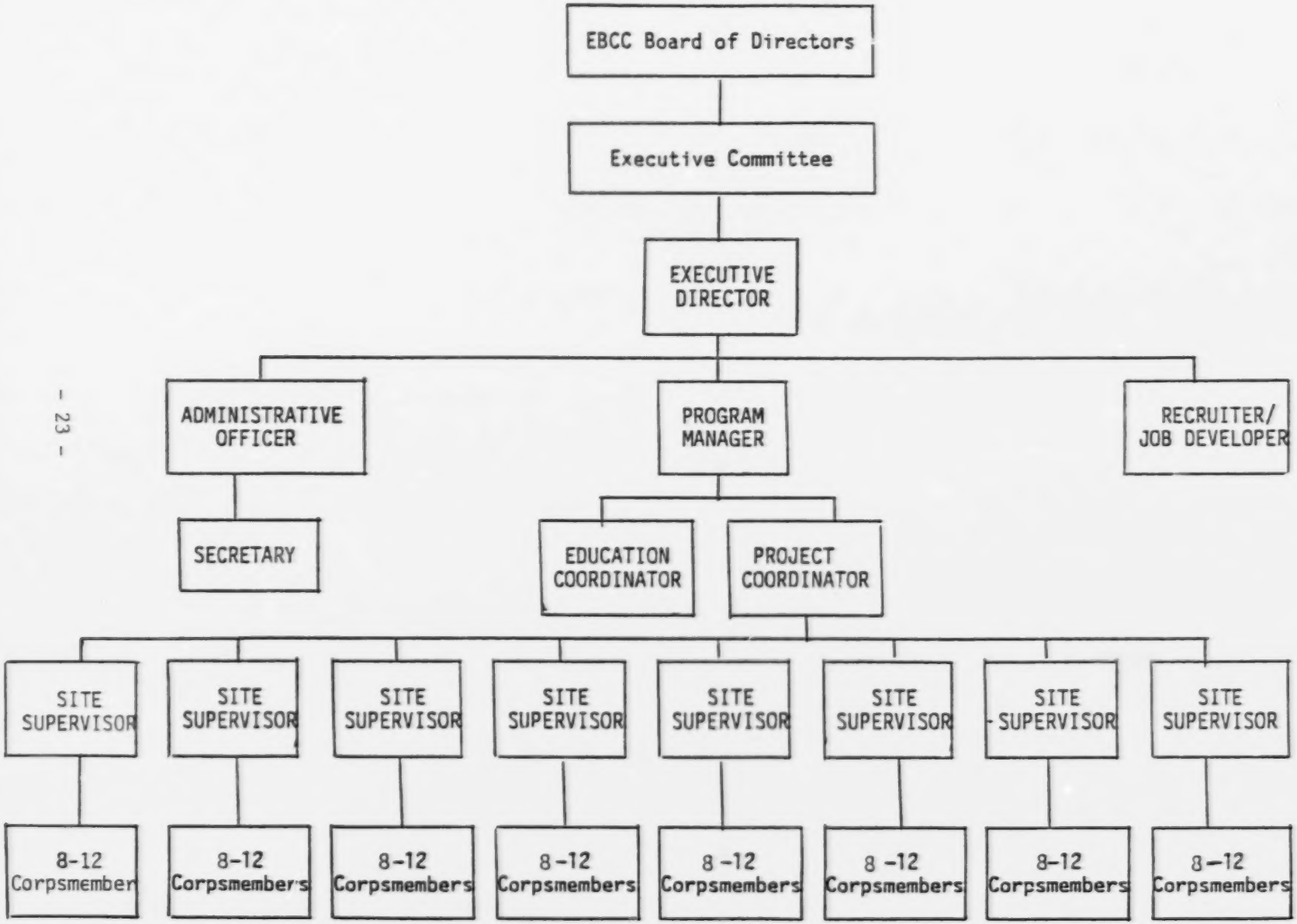
11. Projects will be geographically balanced so that all boroughs are fairly served.

12. The CVC will perform several short-term citywide "signature services" during the year, which will involve large numbers of volunteers in high visibility, high impact service activities. Sponsors should plan to allocate time for volunteers to participate in these special events.

ORGANIZATIONAL CHART

APPENDIX B

East Bay Conservation Corps



ORGANIZATIONAL CHART

New York City Volunteer Corps
1986

BOARD OF DIRECTORS

EXECUTIVE DIRECTOR

- Executive Secretary/Office Manager
- Special Projects/Legal Counsel

DEPUTY DIRECTOR

Director of Training

- -Deputy
- -Trainers (3)
- -Trainers/Team Leaders (5)
- -Administrative Asst.

Director of Program & Project Development

- -Project Coordinator
- -Project Planners (3)
- -Program Auditor
- -Public Info. Officer
- -Secretary

Director of Finance and Administration

- -Controller
  - •Sr. Accountant
  - •Jr. Accountant
  - •Bookkeeper
  - •Payroll Coord.
  - •Clerk Typist
- -MIS/Budget Director
  - •DB Administrator
  - •Register Coord.
  - •Data Clerks (2)
- -Purchase/Plant Mgr.
  - •Copier Operator
  - •Messenger
  - •Receptionist
- -Personnel Manager
  - •Personnel Asst.
  - •Secretary
- -Recruitment Manager
  - •Recruiters (2)
- -Administrative Asst.

Director of Operations

- -Deputy, Operations
  - •Boro Coordinators (5)
  - •Team Leaders (55)
- -Deputy, Administration
  - •Position Control Coord.
  - •Secretary
  - •Support Services Coord.
- - Administrative Asst.

Director of Education

- -Secretary

APPENDIX C

Resources for Corps Planning and Implementation

Part I - Organizations: Many organizations provide information and technical assistance on a wide range of youth service, employment and training issues. We list here some having valuable resources for youth, conservation and service corps advocates. And do contact corps directors listed in the Center's "Conservation and Service Corps Profiles" (Appendix E).

Campus Outreach Opportunity League: An information and technical assistance organization created to help student-based groups at colleges establish and implement stable and effective community outreach and student service programs.

Wayne Meisel/Robert Hackett, Co-Directors
Campus Outreach Opportunity League
Dwight Hall
404A Yale Station
New Haven, CT 06520
203/436-1480

National Association of Private Industry Councils: A membership association of Private Industry Councils operating across the nation under the Job Training Partnership Act.

Bob Knight, Executive Director
Lori Strumpf, Assistant Director
NAPIC
810 18th Street, NW
Washington, DC 20006
202/223-5640

National Association of Service and Conservation Corps: A membership organization of conservation and service corps directors for promotion of corps programs and information exchange.

Joanna Lennon, President
NASCC, Suite 507
810 18th Street, NW
Washington, DC 20006
202/393-5550

National Service Secretariat: A research, information, policy and technical assistance source on national youth service and service-learning.

Donald Eberly, Executive Director
National Service Secretariat
5140 Sherier Place, NW
Washington, DC 20016
202/724-0458

Project for Public and Community Service: A clearinghouse for university-based service programs. PPCS can provide lists of universities that are part of their network.

Susan Stroud, Director
Project for Public and
Community Service
Box G- Brown University
Providence, RI 02912
401/893-2324

Public/Private Ventures: A research, policy analysis and information service center concerned with economic development and youth employment and training. P/PV conducts workshops on various aspects of corps operation and provides funds for staff exchange.

Michael Bailin, President
Public/Private Ventures
399 Market Street
Philadelphia, PA 19106
215/592-9099

Service America: A public policy, research and advocacy group concerned with youth service and employment. RCYP can provide planning and technical assistance vouchers to new or existing corps to support a planning process or improve particular components of corps operation.

Frank Slobig/Roger Landrum, Co-Directors
Service America
810 18th Street, NW
Washington, DC 20006
202/783-8855

Youth Policy Institute: A public policy and research organization that monitors federal programs, tracks proposed legislation and congressional activity and reports on the activities of non-governmental organizations as they relate to youth.

David Hackett, Executive Director
Youth Policy Institute
Cardinal Station
Washington, DC 20064
202/635-6087

Part II - **Human Environment Center Publications:** The Center publishes a variety of materials on corps planning and implementation and serves as a clearinghouse for information on existing and new corps programs. Please call or write the Center for assistance or to order materials as are listed here.

1. **A Conservation & Service Corps Workbook:** $35.00 postpaid

   A looseleaf compilation by the Human Environment Center presenting corps operating experience; covers Recruitment/Orientation, Work Projects, Administration, Education, Training & Post-corps Job Placement, Alternative Funding, Public Relations, The Social Experience, and Other Considerations. Semi-annual supplements and updates are sent to workbook users (make checks payable to the Human Environment Center).

2. **Urban Conservation & Service Corps Programs:** Single sets free

   A series of resource reports initiated in Spring 1985. Reports #1 and #2 cover the launching and funding of urban corps programs, with descriptions of existing corps and their operating experience. Reports #3 and #4 cover the design and start-up of new corps and in-depth looks at three existing urban corps.

3. **Other Publications:** Single sets free

   a. Alternative Funding: section from A Conservation & Service Corps Workbook, includes approaches to corps funding and proposals for funding from several corps programs.

   b. Corps Promotional Brochures: a sampling of recruitment and promotional brochures from several state and local corps programs.

   c. "Creating Incentives for Minority & Urban Youth Participation": a three-page flyer describing YCC and YACC techniques for hiring and retaining minority youth in corps programs (from A Conservation & Service Corps Workbook).

   d. Newsclippings: from corps programs.

   e. "San Francisco Conservation Corps Funding Proposal": a proposal to the San Francisco Foundation for partial funding of the SFCC; ideas for initial corps planning and development.

   f. San Francisco Corpsmember Handbook: a handbook on procedures, regulations and corpsmember responsibilities.

   g. Youth Energy Corps Handbook: A well-written corpsmember handbook and description of YEC; procedures, regulations and corpsmembers' responsibilities.

   h. State Conservation Corps Acts: a compilation of state corps acts with some marked sections applying to urban components or that could lever funds for urban sites (from A Conservation & Service Corps Workbook).

   i. Work Projects: section from A Conservation & Service Corps Workbook describing procedures for identifying, planning and evaluating work projects and preparing fee-for-service contracts with outside sources.

4. **Human Environment Center NEWS:** Single subscriptions free

   A quarterly report of local, state and national conservation and service corps developments.

APPENDIX D

New York City Volunteer Corps Recruitment Strategy

The New York City Volunteer Corps is open to all 17-20 year-old New York City residents. Its recruitment objective is to include a broad-based group of young people in the program who are generally representative of the city's population of 18-year-olds. CVC wanted to attract volunteers from different cultural backgrounds and educational levels and to create a corps with representatives from the city's many boroughs. However, as CVC is currently constituted, it does not reflect the ethnic diversity of New York City. During its first year of operation, a predominant percentage of program participants were black males. Since that time CVC has developed special recruitment efforts to reach other groups of New York City young adults. Recruitment strategies have been changed to target specific populations and recruitment materials are published in at least 10 different languages, including Spanish, Chinese, French, Korean, German, Hungarian and Farsi.

In addition CVC had to identify what components of the corps were most or least appealing to the diverse groups and to contact appropriate persons within each cultural and educational group who could publicize and promote participation in CVC. Recruitment targeted to college-bound students and middle-class city residents emphasizes other benefits of program participation than employment and a paycheck. A recruitment poster shows a CVC sweatshirt on top of a field of sweatshirts from a variety of universities. The slogan states, "Wear this for a year and the others will fit better." Each week recruiters visit and make presentations at dozens of high schools, youth service organizations, college and job fairs and other special events that attract young adults or their parents. CVC also uses mass mailings, flyers, local newspaper coverage, and posters to publicize the program. Applications are available through school, community organizations, community boards, churches, synagogues, unemployment centers and other government agencies. The recruitment materials in this appendix are representative of CVC materials and include samples of flyers targeted to specific populations.

CVC BULLETIN

CITY VOLUNTEER CORPS
842 BROADWAY
NEW YORK, NY 10003
212 475 6444

For Immediate Release

CVC...A Lesson in Life

TAKE A LOOK
AT LIFE'S NEXT CHALLENGE: CVC

The City Volunteer Corps (CVC) is seeking committed young adults (ages 17-20) to work together full-time for the lasting good of New York City and its people.
City Volunteers (CVs), who come from all five boroughs, deal

directly with some of New York's toughest challenges -- homelessness, hunger, and pollution -- just to name a few. They work long hours, and they make a difference.

In return for their personal contribution to the City, CVs receive an $80 weekly stipend to cover expenses. If they serve six months, they earn a $2,000 educational scholarship, nine months, and they earn $3,500. Serve a full year, and it's worth $5,000.

A Newtown High School graduate from Queens spent six months in the Corps before starting his freshman year at Brown College this past September. In addition to the $2,000 he received from CVC, the CV was awarded an additional $1,000 as the winner of Brown's "National Service Fellowship." Wrote Associate Dean Donald M. Scott, "His service with CVC made him stand out in a highly competitive field of candidates for September's freshman class." Participation in CVC, he continued, "carried significant weight in the admissions process."

While they are members of the Corps, CVs can continue their education free by taking college preparatory and college credit courses at the City University of New York.

Working in teams of 10-12, CVs serve New York City in a variety of critically-needed projects that fall into two broad categories -- human service and physical service. Human service projects give CVs an opportunity to work face-to-face with elderly, disabled, terminally ill, and homeless people throughout New York City.

Physical service projects give CVs hands-on experience improving the City's parks and beaches, renovating community centers, and rehabilitating vacant and abandoned buildings.

CVs also participate in special "Signature" services that mobilize large numbers of volunteers to rapidly complete a massive project directly benefiting thousands of New Yorkers. For example 330 CVs recently delivered 52 tons of federal surplus food to 4,300 needy homebound residents of New York City. Another 300 CVs worked with the Red Cross and the Emergency Medical Service at the finish line of the New York City Marathon.

CV Eric Williams, a graduate of Pacific High School in Brooklyn, displayed the high level of intensity that is required on all projects when his team helped run the Childrens Parade for World Peace, October 24. As a result of his efforts, Eric was awarded a "Peacemaker Medal" by UN Secretary General Javier Perez de Cuellar and travelled to Geneva on a "Youth Mission for Peace" during the Reagan-Gorbachev summit talks.

All young adults, regardless of their economic or educational background, are eligible to become CVs. However, before joining the Corps, all applicants must complete a tough week of training away from home in upstate New York. This includes daily physical exercise, team-building activities, seminars on subjects ranging from care of the elderly to nutrition, and Outward Bound exercises like riding a zip line 50 feet high and 300 feet across.

So, if you're looking for life's next challenge, take a look at CVC.

NATIONAL SERVICE CORPORATION FOR THE CITY OF NEW YORK

For Immediate Release

CVC...A Lesson in Life

CVC BULLETIN

CITY VOLUNTEER CORPS KICKS OFF QUEENS RECRUITMENT DRIVE

"It's simple; we need more 17-20 year olds from Queens," said CVC Executive Director Carl B. Weisbrod as he today announced the City Volunteer Corps' 1986 Queens Recruitment Drive.

As letters and information packets were sent out to community and youth groups all over the "Borough of Homes," Weisbrod spoke of the need to maintain the Corps' geographic diversity.

"Currently, we have 75 City Volunteers from Queens or 10.4% of the total Corps. In contrast," he pointed out, "25% of the City's 17-20 year olds make their homes in Queens."

When the Corps was developed in 1984, city planners designed a youth service organization that was meant to reasonably reflect the young adult population throughout all five boroughs.

"Frankly, we were a little disappointed with the initial response from Queens, and we are redoubling our efforts," said Weisbrod. "We are looking for committed young adults in the borough to come forward and make a contribution to the City."

In its first thirteen months of operation, CVC completed 31 projects in Queens, and has spent 18% of all its service time there. Eight teams of volunteers are presently working in projects

from Astoria to Rockaway.

One crew is conducting a Senior Center Spruce-Up, refurbishing nine community centers in different sections of Queens. Two teams are working in Queens public schools, tutoring children achieving below grade level. Two more teams are painting the Astoria Pool Facility.

Teams are also helping retarded children at the Shield Institute in Bayside, building a nature trail in Kissena Park, and preparing 11 apartments for battered women at an undisclosed address in the borough.

"As City Volunteers, young people have a tremendous opportunity," said Weisbrod. "They receive $80 every week for expenses, can continue their education free at CUNY, and, if they stay a year, are eligible for a $5,000 educational scholarship. But even more than these tangible benefits, they gain the knowledge that through hard work and commitment they can change New York City for the better."

****

GET THE FACTS ABOUT CVC

1. The City Volunteer Corps (CVC) is New York City's newest service organization, providing the City with needed human and physical services of lasting value.

2. CVC recruits, selects, and trains 1,000 of New York City's most committed young adults (ages 17 to 20) for a rigorous year of full-time public service.

3. Designed as a model for a national service, CVC is now the largest full-time, non-residential youth service in the world!

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- 30 -

CITY VOLUNTEER CORPS
842 Broadway
New York, N.Y. 10003

CHOICES FOR YOUR FUTURE...YOU HAVE A NEW OPTION

Dear Young New Yorker:

These days you probably hear a lot about choices. People tell you there are lots of options, but you can't decide what to do. Maybe you're thinking about getting a job, going to trade school, joining the military or going to college. Are these choices going to get you where you want to be in five years? In ten years?

Here's a new choice, a real opportunity that you might not have considered yet. We're called CVC. CVC will pay your expenses, educate you, and challenge you. It will help you build your future while you help others. The CVC is more than full time adult work. You'll get:

- $80 a week for your expenses;
- Education: If you've finished high school we'll help you prepare for college and help you get into the college of your choice; if you haven't finished high school, we'll help you get your diploma and then prepare for college; and
- A $5,000 scholarship or a $2,500 cash readjustment allowance after one year in the CVC.

We'll train you to be a City Volunteer (CV) and send you out in small teams. In the course of your year you might tutor the young or assist the elderly; feed the needy or create a new playground; help the homeless or rebuild our neighborhoods. But most important, we'll give you the opportunity to work hard, to meet challenges, to make decisions, to deal with people, to learn your abilities and discover new interests, to serve your neighbors while you help yourself. You will change your life and change the future of the City!

CVC is not for everyone. It's not easy. You have to take the risk and make the commitment! Read the enclosed fact sheet and see if you're eligible. If you are, fill out the application form and send it to us right away.

Sincerely,

Carl B. Weisbrod
Executive Director

CVC....A LESSON IN LIFE

CONSERVATION AND SERVICE CORPS PROFILES

There has been a remarkable emergence of state, local and nonprofit youth conservation and service corps since the 1981 termination of most such Federal programs. Data here show $126 million now spent annually for these operations in the U.S. — $98 million for 20 programs in 14 states; $18.3 million for 22 local and non-profit corps; and $10 million by Federal agencies (vs. a Federal $260 million before 1981).

These programs vary in design and function but they typically depend upon an array of conservation, youth and employment interests for statewide and/or local support. All serve conservation and/or human needs, and most are seriously underfunded. The funding levels shown here are not necessarily comparable from corps to corps because of variations in program design and accounting. The Human Environment Center is glad to provide details on the structure and functions of each corps.

This information has been gathered from corps managers and operators. Corrections and additions are earnestly invited. — **Human Environment Center, 810 18th St., N.W., Washington, DC 20006; 202/393-5550.**

Year-Round Corps

State Programs

Program	Annual Budget	Ages/# of Participants	Funding Sources	Administration/Work Sponsors	Comments/Special Features
Alaska Conservation Corps* Pete Martin, Director Alaska Conservation Corps Box 7001 Anchorage, AK 99510 907/762-4512	$350,000	18-24/ 5 corps-members	State appropriation	Administered by and operates in Alaska State Parks	
California Conservation Corps Bud Sheble, Director California Conservation Corps 1539 Capitol Avenue Sacramento, CA 95814 916/445-0307	$44 million	18-23/ 2200 corps-members	State appropriation	Administered as a division of the California Resources Agency. Contracts with federal, state and local government agencies and non-profit organizations for work.	Operates career development and conservation awareness program. New corpsmembers attend a 3-week training academy before assignment to Centers. 17 residential and 24 non-residential satellites.
Connecticut Conservation Corps Richard Couch Division of Conservation & Preservation Department of Environmental Protection Hartford, CT 06106 203/566-5026	$681,000	18-26/ 80 corps-members	State appropriation	Administered by the Department of Environmental Protection. Operates in state parks and forests.	
Iowa Youth Corps JoAnn Callison Office of Planning & Programming 523 East 12th Street Des Moines, IA 50319 515/281-3927	$830,000 (includes local match of 30% or more)	14-19/ 2,507 corps-members	State appropriation and local match	Administered by Iowa Office of Planning and Programming. Funds are subgranted to school districts and community groups for community improvement projects (volunteer program) and human service projects (in-school service corps)	The Corps has two components: 1. Volunteer program. State pays for supplies, materials and technical assistance for community improvement projects. Local community groups do the project with volunteer youth. 2. In-school Service Corps. Operated by school districts. Disadvantaged students work 10 hours/week after school on service projects.

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YEAR-ROUND CORPS: State Programs *(continued)*

Program	Annual Budget	Ages/# of Participants	Funding Sources	Administration/Work Sponsors	Comments/Special Features
Michigan Civilian Conservation Corps Timothy Ervin, Director Michigan Conservation Corps Department of Natural Resources P.O. Box 30028 Lansing, MI 48909 517/373-0134	$5.4 million	18-25/ 500 corps-members	State appropriation	Administered by the Department of Natural Resources. Operates on public land.	Corpsmembers must be on Aid to Families With Dependent Children (AFDC) or general assistance when hired.
Minnesota Conservation Corps* John Grix, Director Office of Youth Programs Minnesota Dept. of Natural Resources Box 4, 500 Lafayette Road St. Paul, MN 55146 612/296-2144	$805,000	18-26/ 75 corps-members	State appropriation	Administered by the Department of Natural Resources. Operates on state-owned land.	
New Jersey Youth Corps Ken Butko, Administrator New Jersey Youth Corps Rm. 4A - New Jersey Department of Community Affairs CN-800 363 West State Street Trenton, NJ 08625 609/984-6666	$2,800,000	16-25/ 800-1000 corps-members	State appropriation	Administered jointly by the Department of Community Affairs and Department of Education with corps units contracted to non-profit, private organizations and state, county and municipal agencies.	Serves "out of school" youth with heavy emphasis on work maturity skills, career and personal counseling and acquiring basic education skills for completion of secondary education. Developing "post-corps" assistance linkages.
Ohio Conservation Corps Ed Hinton, Chief Ohio Division of Civilian Conservation 1889 Fountain Square, Bldg. F-2 Columbus, OH 43224 614/265-7057	$5.7 million	16-23/ 380 corps-members	State appropriation	Administered by the Division of Civilian Conservation in the Department of Natural Resources. Operates on pubic and private lands. Works for state, county and local governments.	Operates three residential camps with a fourth under construction. Voluntary GED and remedial education programs offered to corps-members, primarily at the residential camps.
Pennsylvania Conservation Corps Ralph Romeo, Director Office of Program Planning & Development Department of Environmental Resources P.O. Box 1467 Harrisburg, PA 17120 717/787-2316	$13.5 million	18-21/ 600-800 corps-members	State appropriation	Administered by the Department of Environmental Resources. Operates on public land or private land with documented public benefit. State agencies and local government can submit project proposals to the DER.	Corpsmembers must be economically disadvantaged.
Texas Conservation Corps Doug Duke, Director Texas Conservation Corps P.O. Box 793 Austin, TX 78767 512/463-2879	$1,600,000	18-21/ 300 corps-members	JTPA and public/private partnership	Operates as private, non-profit corporation working in state parks, wildlife refuges, barrier islands, on municipal and country lands.	Program has historic preservation project on the Battleship Texas.
Wisconsin Conservation Corps William Brakken, Director Wisconsin Conservation Corps 30 W. Mifflin - #406 P.O. Box 7864 Madison, WI 53707-7864 608/266-7730	$2.5 million	18-25/ 350 corps-members	State appropriation	Administered by a governor-appointed citizen policy board attached to the Department of Natural Resources for fiscal and budgetary purposes. Operates on public and private land with public access.	Public and non-profit agencies submit proposals to operate corps unit.

Washington Conservation Corps William Basl, Director Washington Conservation Corps Washington Youth Employment Exchange Employment Security Department 212 Maple Park MS KG-11 Olympia, WA 98504-5311 206/438-4072	$2.5 million	18-25/ 500 corps-members	State appropriation	Administered in six state conservation agencies and coordinated by the Department of Employment Security. Operates on pubic lands.	
Washington Service Corps William Basl, Director Washington Conservation Corps Washington Youth Employment Exchange Employment Security Department 212 Maple Park MS KG-11 Olympia, WA 98504-5311 206/438-4072	$1.1 million (plus $200,000 cash contributions from sponsoring agencies)	18-25/ 275 corps-members	State appropriation	Administered by the Department of Employment Security.	Works on projects serving the handicapped, promoting tourism, assisting refugees, stimulating economic development and assisting the elderly.

Local and Regional Programs

Program	Annual Budget	Ages/# of Participants	Funding Sources	Administration/Work Sponsors	Comments/Special Features
A-Team Raymond Burkhart, Coordinator 120 N. Langley Road - Suite 200 Glen Burnie, MD 21061 301/761-5010	$150,000-200,00	18-24/ 25 corps-members	JTPA and Anne Arundel County Office of Community Development	Administered by the Anne Arundel County Office of Manpower. Contracts with community and non-profit organizations and federal, county and city governmental agencies.	Three-month program for low income youth with focus on getting participants into work force. Provides classroom and on-the-job skills training.
City Volunteer Corps National Service Corporation 842 Broadway New York, NY 10003 212/475-6444	$10 million	17-20/ 800 corps-members	City of New York with minimal private funding	Administered as a private non-profit organization. Contracts with city agencies and other non-profit organizations.	Corpsmembers receive $80 a week for expenses and qualify for a $2,500 cash readjustment or $5,000 scholarship bonus after one year of service.
Conservation Corps of Central Virginia Maria Long YDS, Inc. Conservation Corps of Central Virginia 1824 Park Avenue P.O. Box 2416 Lynchburg, VA 24501 804/846-2333	$120,000	16-23/ 6 corps-members, increasing to 50 over the coming year.	JTPA and in-kind from YDS, Inc.	Administered by Youth-Adult Development Services (YDS), a private, non-profit organization. Contracts with state and municipal agencies and other non-profit organizations.	One day per week is spent in education and corpsmember development.
Dutchess County Youth Community Service Corps James Klasen, Director Youth Resource Development Corporation 50 Delafield Street Poughkeepsie, NY 12601 914/473-5005	$300,000	16-21/ 36 corps-members	JTPA and some foundation support for supplies and uniforms	Administered by the Youth Resource Development Corporation, a private, non-profit organization. Crews work on county and state parks and in-service projects for the Poughkeepsie Housing Authority.	Attempting to secure some fee-for-service contracts. Employs 3 crews of in-school youth and 3 of high school drop-outs.
East Bay Conservation Corps* Joanna Lennon, Executive Director East Bay Conservation Corps 1021 3rd Street Oakland, CA 94607 415/272-0222	$1.4 million	17-24/ 85 corps-members	Public agency funds, foundation grants and fees for services	Administered as a private, non-profit organization. Contracts for work with federal, state and local agencies.	Operates a 4-day work week with a fifth unpaid, mandatory education day.

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YEAR-ROUND CORPS: Local and Regional Programs *(continued)*

Program	Annual Budget	Ages/# of Participants	Funding Sources	Administration/Work Sponsors	Comments/Special Features
Los Angeles Conservation Corps Martha Diepenbrock Los Angeles Conservation Corps c/o AFL-CIO 2130 W. 9th Street Los Angeles, CA 90006 213/381-5611	Not yet finalized	18-24/ 35 corps-members increasing to 80-100 during 1986	State and private agencies, fees for services	Administered by non-profit organizations. Operates on public lands.	A new program-expected to hire its first corps-members in April, 1986.
Marin Conservation Corps* Grant Werschkull, Director Marin Conservation Corps Box 89 San Rafael, CA 94915 415/454-4554	$1.49 million	18-26/ 48 corps-members	Fees-for-services, foundation grants	Administered as a private, non-profit organization. Contracts for work with federal, state and local agencies.	Operates a 4-day work week with a fifth unpaid, mandatory education day.
Montgomery County Conservation Corps* Deborah Shepard, Coordinator Montgomery County Conservation Corps 600 E. Gude Drive Rockville, MD 20850 301/294-8720	$307,000	17-22/ 20 corps-members	County appropriation	Administered by the Department of Family Resources. Operates on public lands in watersheds of the Potomac, Patuxent and Anacostia Rivers.	Sponsors a Carpentry Training program.
Sacramento Local Conservation Corps Ron Espinoza, Executive Director Sacramento Local Conservation Corps c/o Consumnes River College 8401 Center Parkway Sacramento, CA 95823 916/423-3139	$728,000	18-23/ 50 corps-members	75% state appropriation via California Conservation Corps. 25% fees-for-services, donations, grants	Administered as a private, non-profit corporation with all work done for government entities or other non-profit organizations.	Operates a 4-day work week with a fifth unpaid education day.
San Francisco Conservation Corps* Robert Burkhardt, Director San Francisco Conservation Corps Fort Mason, Bldg. 111 San Francisco, CA 94123 415/928-7322	$1.7 million	18-23/ 85 corps-members	Government projects, philanthropy, fees-for-services	Administered as a private, non-profit organization. Contracts for work on public land.	Operates a 4-day work week with a fifth unpaid, mandatory education day.
Smokey House Richard Kovacs, Director Smokey House R.D. #1 - Box 292 Danby, VT 05739 802/293-5121	unavailable	14-19/ 24-36 corps-members	School tuitions, philanthropy and JTPA	Administered by a non-profit organization.	Operates natural resource demonstration project and work/study program for in-school, disadvantaged Vermont youth.
Tennessee Valley Authority Chris Strain, Program Manager Tennessee Valley Authority 1C41 Old City Hall Complex Knoxville, TN 37902 615/632-6033	$720,000	minimum age 18/ 35 corps-members	U.S. Army Corps of Engineers	Contracts for work with other local, state and federal agencies, currently the U.S. Army Corps of Engineers and the National Park Service. Operates on public lands.	
Youth Energy Corps Howard Lockett, Executive Director Corporation for Youth Energy Corps 760 E. 160th Street Bronx, NY 10456 212/402-3300	$250,000	16-18/ 30-48 corps-members	Funded by foundations for training component and fees-for-services for work	Administerd by the Corporation for Youth Energy Corps. Sponsored by the Argus Community, a community-based organization.	Work/training program for disadvantaged youth. Provides basic weatherization for low-income housing. Provides GED instruction.

*These programs add more corpsmembers during the summer months, typically using Title II (B) Job Training Partnership Act funds or state summer employment resources.

Summer Corps

State Programs

Program	Annual Budget	Ages/# of Participants	Funding Sources	Administration/Work Sponsors	Comments/Special Features
Iowa Youth Corps Summer Component JoAnn Callison Office of Planning & Programming 523 East 12th Street Des Moines, IA 50319 515/281-3927	$472,500 (includes local match of 30% or more)	15-18/ 364 corps-members	State appropriation and local match	Administered by Iowa Office of Planning and Programming. Funds are subgranted to schools, local governments and county conservation boards for work on public lands.	See year-round programs for description of other components.
Maine Conservation Corps Dennis Doiron, Director Maine Conservation Corps State House Station 22 Augusta, ME 04333 207/289-2211	$225,000	16-21/ 100 corps-members	Combines state funds with local government's federal Summer Youth dollars	Administered by the Department of Conservation. Operates on state land.	
Maryland Conservation Corps Jonathan Underwood, Director Maryland Conservation Corps Department of Natural Resources 69 Prince George Street Annapolis, MD 21401 301/269-3768	$1,145,000	16-21/ 800 corps-members	State appropriation and JTPA	Administered by the Department of Natural Resources. Operates on state, county and private lands.	Projects are restricted to those that restore the Chesapeake Bay.
Michigan Youth Corps Tim Ervin Conservation Jobs Programs Department of Natural Resources P.O. Box 30028 Lansing, MI 48909 517/373-0134	$15 million	18-21/ 15,000 corps-members	State appropriation	Administered by the Department of Labor. Operates on public lands through the Departments of Natural Resources, Labor, Transportation, Agriculture and Education.	Priority given to older applicants whose heads of households are unemployed.
Pennsylvania Conservation Corps Ralph Romeo, Director Office of Program Planning & Development Department of Environmental Resources P.O. Box 1467 Harrisburg, PA 17120 717/787-2316	$50,000	15-18/ 24 corps-members	Foundation grants, private donations which are matched with funds from DER	Administered by the Department of Enviromental Resources.	

Local and Regional Programs

Program	Annual Budget	Ages/# of Participants	Funding Sources	Administration/Work Sponsors	Comments/Special Features
Anne Arundel County Bay Savers Dorothy McGuiness Office of Manpower P.O. Box 1831- MS 1306 Annapolis, Maryland 21404 301/224-1319	$100,000	16-21/ 60-90 corps-members	JTPA Title (II) B	Administered by the County Office of Manpower	Crews are assigned by the county to projects designed to preserve the economic and environmental quality of several watersheds of the Chesapeake Bay.

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SUMMER CORPS: Local and Regional Programs *(continued)*

Program	Annual Budget	Ages/# of Participants	Funding Sources	Administration/Work Sponsors	Comments/Special Features
Casco Bay Conservation Corps David Van Wie, Executive Director P.O. Box 1761 Portland, Maine 04104 207/775-6313	$25,000	16-21/ 10 corps-members	JTPA, foundation funding and fees-for-services	Administered by a private non-profit organization. Works on municipal lands in Cumberland County.	Operates in spring – expects to expand into spring-summer-fall program at $100,000 for 30 participants
NY State County Programs					
Cheektowaga Conservations Corps Kenneth Kopacz, Executive Director Cheektowaga Youth Bureau Town Hall Broadway & Union Roads Cheektowaga, New York 14225 716/6687-3323	$83,000	16-18/ 90 corps-members	Town appropriation	Administered by the town Youth Bureau. Operates on state and local lands.	
Oswego County Conservation Corps David Warner, Director Oswego County Conservation Corps Oswego County Cooperative Extension Main Steet Mexico, New York 13114 315/963-7286	$82,000	14-21/ 64 corps-members	JTPA and local in-kind	Administered by the Oswego County Cooperative Extension. Operates on state and local lands.	8 crews of 8 members
St. Lawrence County Conservation Corps Mary Ann Ashley, Executive Director St. Lawrence County Youth Department Surrogate Court Building Court & Judson Streets Canton, New York 13617 315/379-2377	$80,000	14-21/ 64 corps-members	JTPA and local-in-kind	Administered by the St. Lawrence County Youth Department. Operates on state and local lands.	
Suffolk County Conservation Corps Peter Crisano, Project Director Suffolk County Department of Labor 655 Deerpark Avenue Babylon, New York 11702 516/661-8600	$261,000	14-21/ 250 corps-members	JTPA and local in-kind	Administered by the Suffolk County Department of Labor. Operates on state and local lands.	
Northwest Youth Corps Arthur Pope, Director Northwest Youth Corps P.O. Box 5345 Eugene, Oregon 97405 503/746-8653	$225,000	16-19/ 100 corps-members	Fees-for-services	Administered as a private non-profit organization operating on public and private lands in summer and fall.	Mandatory daily education and job training component. Residential only.
Sonoma Community Conservation Corps Maria Young, Program Manager Sonoma Community Conservation Corps 9619 Old Redwood Highway Windsor, California 95492 707/838-6641	$155,000	14-21/ 95 corps-members	JTPA	Administered by a private non-profit organization. Operates on public lands and lands administered by private, non-profit organizations.	Operates a special video crew and makes public service announcements for non-profits.

West Philadelphia Improvement Corps George Brown, Executive Director West Philadelphia Partnership 4025 Chestnut Street Philadelphia, Pennsylvania 19104 215/386-5757	$128,500	13-21/ 112 corps-members (includes 23 corps-members who work after school only during rest of the year)	Private and corporate donations, city job funds, University of Pennsylvania in-kind contributions	Administered by the West Philadelphia Partnership, a private, non-profit organization.	Year-round "after-school" program for 23; emphasizes classes in horticulture, landscaping and architecture as extension of summer work projects. Classes taught by University of Pennsylvania students as a community service project.

Federal Programs

Program	Annual Budget	Ages/# of Participants	Funding Sources	Administration/Work Sponsors	Comments/Special Features
Youth Conservation Corps NPS - Grover Barham 202/343-2917 FWS - Don Boyd 202/343-4404 FS - Leon Anderson 202/382-1690	$10 million	15-18/ 6,000 corps-members	Federal government funds are divided between the National Park Service, Fish & Wildlife Service and the National Forest Service	Each agency administers its own program.	Programs operate solely on federal lands within each agency.

Other Countries

Program	Annual Budget	Ages/# of Participants	Funding Sources	Administration/Work Sponsors	Comments/Special Features
Katimavik Ken DeLa Barre, Deputy Ex. Director Katimavik 2270 Ave. Pierre Dupuy Cite du Havre Montreal, Quebec H3C 3R4 514/861-9901	$50 million	17-21 unavailable	Federal appropriation	Administered as a non-profit organization. Supervision, supplies and materials provided by communities and agencies served across Canada.	Youth serve 9 months as volunteers to community and non-profits in conservation and human service projects. Enrollees receive $1 a day and $1,000 bonus for a 9-month stint. Residential. Katimavik will be closing at the end of August 1986.

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